

**R&S Sub-PCC on Training, Education, Exercises, and Experiments
Terms of Reference, 2 Apr 08**

Sub-PCC Chair(s): *Jon Benton (DOS/S/CRS-CRR), Frank DiGiovanni (DOD/OSD/P&R), Pat Fn'Piere (USAID/DCHA/DG)*

NSPD-44 Coordination POC: Paul Turner

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OMS Support: Kisha Newman

Interagency Sub-PCC Members

Department of Defense: OSD Stability Operations; OSD Policy Planning; OSD-Readiness, Joint Staff J-5; Joint Staff J-7; US Joint Forces Command J-5, US Joint Forces Command J-7, US Joint Forces Command J-9, US Joint Forces Command JKO, PKSOI, NDU, USMC

State Department: S/CRS, HR, FSI, DS, INL, PM

USAID: DCHA (OMA, OFDA, DG), GH, HR

Treasury – Commerce – DNI – DHS – DOJ – Agriculture – OPM – USIP – HHS

Purpose:

The Training, Education, Exercise, and Experimentation (TEEE) sub-PCC functions as a cross-cutting and supporting body to the Reconstruction and Stabilization (R&S) PCC and its subgroups, with the aim of improving U.S. government readiness to conduct R&S operations by maximizing the benefit of participation in training, education, exercises, and experimentation.

Definitions of Terms: See Annex 2 (to be developed)

Responsibilities/Scope of the TEEE sub-PCC:

- 1) To provide realistic, timely recommendations to R&S PCC on integrated training, education, exercise, and experimentation, including the creation of a strategic framework, management structure, and implementation plan to prepare the staff necessary for whole of government planning, deployment, and management for R&S operations.
- 2) To make recommendations, on TEEE-related responsibilities including the identification of training requirements, courses, and curricula for interagency (civilian and military) personnel who will staff and/or interact with an IMS, to the R&S PCC for lead agencies, and to assign deliverables to these agencies, unless a sub-PCC working group itself is the responsible body
- 3) To identify the resource requirements for funding training/sharing training resources among interagency partners, manage, and provide oversight of framework, structure, and plan for approval at the appropriate level (R&S Sub-PCC, PCC, or Deputies Committee).

4) Develop exercise and experimentation strategy to test interagency management system for R&S, planning processes and tools.

5) To conduct an annual review at the close of each fiscal year to update the progress being made in fulfilling the sub-PCC's goals and completing the deliverables assigned to the sub-PCC; highlight and respond to constraints and issues; and adjust the tasks and timelines to reflect the anticipated achievements of this body.

6) Where appropriate, cooperate, coordinate and deconflict with other sub-PCC and/or working groups dealing with similar or complimentary issues.

Goal I – To identify the minimum training and education criteria to be met and develop a delivery strategy for training and education content necessary for employees to be identified as meeting R&S training and education requirements.

Deliverables: (note that deliverables may be completed by sub-PCC, working groups, or lead agencies with oversight of the sub-PCC)

- Minimum R&S-related training and education requirements for interagency (civilian and military) personnel who will staff and/or interact with the Interagency Management System (IMS) are identified.
- Training and education curricula and courses that are fully developed and meet all established criteria and job requirements.
- A USG-wide, web-based, integrated, R&S operations training knowledge portal (as agreed to by the SLRT) is developed.
- Online modules and (non-accredited) course content are developed to enhance understanding of interagency cultural differences.

Goal II – To develop strategies and implementation plans for training, education, exercises, and experimentation that facilitate whole of government preparedness for Reconstruction and Stabilization (R&S) Operations.

Deliverables: (note that deliverables may be completed by sub-PCC, working groups, or lead agencies with oversight of the sub-PCC)

- A training and education strategy for R&S operations (includes exercises used for interagency training purposes, such as a capstone exercise related to a training course).
- An exercise and experimentation strategy to test the Interagency Management System for R&S planning processes, metrics, tools and operations, as well as testing interagency conflict analysis and prevention planning tools (with Readiness, Operations, and Planning sub-PCCs and Intel and Analysis Working Group).
 - A successful test of the interagency conflict analysis and prevention planning tools (with Planning sub-PCC).
 - A successful test of the R&S integrated planning framework (with Planning sub-PCC).
 - A successful test of IMS structures and processes (with Planning sub-PCC).

- Establish an USG Agency Training Exercises, Experimentation and Testing Work Group, led by the Civilian Military Activities Review Team (CMART), whose charter is to collate, prioritize, and adjudicate USG Agency participation in training exercises, experimentation and testing events.
- Establish an Interagency Reconstruction and Stabilization Skills Training and Education Work Group, as identified in the Training and Education Management Structure, to respond to Interagency Management System career/skill training and education needs
- A system to coordinate, consolidate, and integrate USG lessons learned needs into training regimen is developed to enhance whole of government preparedness for R&S challenges (with Best Practices Working Group).
 - A successful test of interagency procedures, processes, and tools for monitoring and evaluating R&S operations and capturing lessons learned and best practices (with Best Practices Working Group).

Goal III – To determine the resources (human, financial, facilities, etc) necessary to support training and education and provide exercises and experimentation to ensure that employees are identified as meeting R&S training and education requirements.

Deliverables: (note that deliverables may be completed by sub-PCC, working groups, or lead agencies with oversight of the sub-PCC)

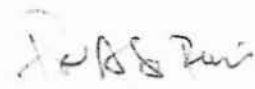
- Develop a resource strategy for funding/sharing training and education resources among interagency implementers (with Readiness sub-PCC). (SLRT/DC deliverable)
- Develop and implement a process for DoD to contract with relevant USG entities for vetted and validated subject matter experts to support DoD reconstruction and stabilization training and exercise needs (SLRT).
- Coordinate a whole-of-government Congressional engagement strategy focused on fulfilling integrated Reconstruction and Stabilization training requirements (SLRT).



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Annex 1

TASKS & TIMELINE:

Phase I: December, 2007

- TEEE sub-PCC stood up; co-chairs selected; membership agreed upon

Phase II: January-February, 2008

- TEEE TOR approved [sub-PCC Committee]
- Agreement reached on division of tasks among sub-PCCs [to be addressed at Co-chairs meeting]
- Approve composition and tasks of TEEE sub-PCC work groups as required
- Training and Education for Civilian Response Management System review/agreement [PKSOI with sub-PCC group]
- Training Coordinators internal processes reviewed and begin external process development through a sub-PCC working group (SLRT task)
- Acronyms/Glossary of terms for TEEE created [S/CRS]
- Minimum training requirements for staffing IMS recommended. [Working Group needed.]
- Finalize FY08 optimal training requirements for ARC/SRC/CRC (in conjunction with Readiness sub-PCC)
- Strategy developed to train 500 CRC in FY08 (coordinated with Readiness sub-PCC) [S/CRS and FSI lead]
- Initiate pilot project for DOD to contract non-DOD subject matter experts to support DOD R&S training and exercise needs [OSD/P&R lead]
- Complete the content development phase of the “cultural differences” training familiarization modules [JJKDC JKO lead]

Phase III: March-April, 2008

- Finalize FY08 optimal training requirements for ARC/SRC/CRC (in conjunction with Readiness sub-PCC).
- R&S training (including exercises) and education strategy recommended [S/CRS lead]
 - Strategy developed to train 250 ARC (in conjunction with Readiness sub-PCC)
 - Strategy developed to train 2000 SRC (in conjunction with Readiness sub-PCC)
- Senior Leader Round Table (SLRT) status meeting
 - JKO Interagency 101/Understanding cultural differences online modules [JJKDC JKO lead]
 - Web-based integrated R&S operations training knowledge portal [USIP under CCO lead]
 - Strategy for whole-of-government participation in R&S exercises [S/CRS lead]
 - Training Coordinators develop external processes, sign MOU [S/CRS lead]
 - Develop a strategy to integrate whole of government participation in Reconstruction and Stabilization exercises, including a policy to equitably incorporate all participant training requirements.
- FY10 R&S integrated training budget recommended (in conjunction with Readiness sub-PCC)

- FY10 legislative strategy for R&S integrated training issues proposed [TEEE sub-PCC]
- Recommend a process to promote interagency course development to R&S PCC
- Seek PCC approval of identified interagency training requirements

Phase IV: May-June 2008

- Monitor the integration of whole-of-government R&S pre-deployment training
- Propose budget allocations for steady state and surge training needs (with Readiness sub-PCC)
- Make recommendations to R&S PCC for future fiscal year budget allocations.

Phase V: July-August 2008

- Recommend to R&S PCC a lead agency for interagency course design and a supervisory mechanism for the design process

Phase VI: September - October 2008

- Conduct annual review of sub-PCC's progress and realign goals and deliverables

Annex 2

Definitions:

- Training - Instruction and applied exercises for acquiring and retaining skills, knowledge, and attitudes required to complete specific tasks.
- Education - The preparation of an individual or a group that instills an understanding of abstract principles and theory to develop effective patterns of thought and communication.
- Exercises - Scenario-based practice that can be conducted live, virtual, or constructive in order to develop, improve, or display a specific capability or skill.
 - Live Domain - The domain where live participants operate in the physical environment (land, sea, air)
 - Virtual Domain - The domain where live participants operate simulators/emulators/operational systems in a synthetic environment
 - Constructive Domain - A domain where the subject audiences, typically command and staff trainees, conduct activities in an environment constituted by an appropriately scaled simulation
- Experimentation - The act of conducting a controlled test, series of tests, or investigation with the purpose of proving or disproving a particular hypothesis or expected outcome.
- Proponent Agency - Designated by the R&S PCC as responsible for defining skill-specific requirements for positions in the CRC. Proponent Agencies have no day-to-day administrative responsibilities for the CRC or its personnel. Proponent Agencies assist the CRHO in identifying CRC requirements and in recruiting and selecting CRC members. A Proponent Agency does not exercise operational control of CRC personnel unless specifically designated as an Implementing Agency in the context of a specific operation.
- Participating Agency - Participating Agencies are those agencies with personnel on the roster of the ARC and SRC.